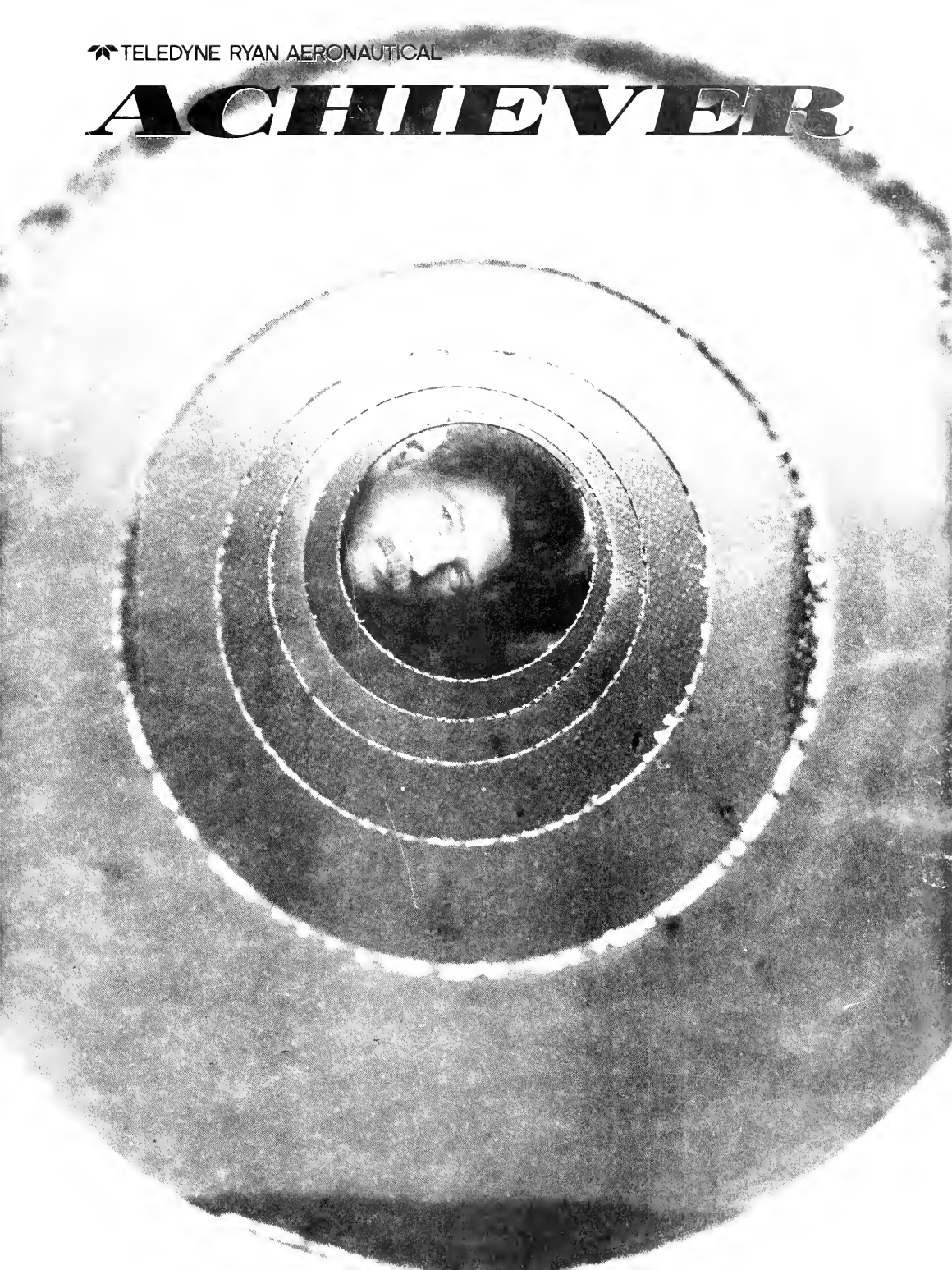


TELEDYNE RYAN AERONAUTICAL

# ***ACHIEVER***





Hudson  
Drake

President, Teledyne Ryan Aeronautical

A national celebration is under way in America, paying tributes to the 200th anniversary of our U.S. Constitution. National bicentennial commission chairman Warren Burger, retired Chief Justice, wants the tributes to be known as a "history and civic lesson for all."

The years between now and 1991 will present a series of lessons concerning the origin and influences produced by that document over a period of two centuries.

I have such a lesson in mind at this very moment, one which I believe localizes the benefits of our Constitution in a most meaningful way. It concerns our free enterprise system and how it serves as a cornerstone within our company.

T. Claude Ryan took a \$400 gamble in 1922, creating Ryan Airlines, Inc. as a forerunner to today's Teledyne Ryan Aeronautical. There wasn't much to build upon in those days of San Diego except ambition. Even so, there was competition in these early beginnings of manned flight and what would follow.

Half a continent away was another young man, equally intent on flying. He had helped pioneer air mail service and was searching for a monoplane in which he could fly non-stop across the Atlantic.

Young Charles Lindbergh wasn't by himself in that quest. Flyers on both sides of the Atlantic were racing feverishly to be the first to claim \$25,000 in prize money and a niche in aviation history. Was it pure fate that brought Lindbergh to San Diego's Ryan Airlines, Inc.?

Perhaps. But the price was right. And Ryan's M-1 had attracted growing attention for its flight-worthiness.

The "Spirit" was built in 60 days under Lindbergh's personal supervision. Quality and reliability was assured each step of the way. A one-of-a-kind airplane, it had to be perfect, for as Lindbergh later explained, "I wasn't much of a swimmer."

You're familiar with the rest of this story, of course.

The essence of this lesson on free enterprise and the environment of competition we face is much a part of America and our Constitution. Under our economic system risk-takers are allowed to achieve to the limits of their abilities. But first is the response-to-need equation that must be solved.

Priced for market consumption is another major concern. And finally, it must be quality assured and cost effective.

We're engaged today in one of recent history's most competitive free enterprise markets, one in which costs of operations have spiraled. Demands for product reliability have seldom been more intense.

Of course, there are wide disparities between Charles A. Lindbergh's Atlantic crossing in 1927 in his Ryan "Spirit of St. Louis" and what we're experiencing today.

But, the lessons of competitive free enterprise—a basic freedom under our Constitution—are as healthy as ever.

# ACHIEVER

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Hudson B. Drake  
President, Teledyne Ryan Aeronautical

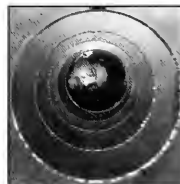
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**ABOUT OUR COVER** - Richard 'Skip' Thomas, a 20-year TRA employee assigned to plastic tool building in the Tooling Department, peers through five sections of a honeycomb, high temperature graphite structure that'll be used during layup and curing process of an article for Boeing Company's Fabrication Division, one of a growing number

of TRA customers. Chief Photographer Dave Gossett focused on Tooling operations this month for this photo, as well as those appearing in feature spread that runs on pages 6 and 7.

**ACHIEVER STAFF CREDITS:** Graphic Arts Supervisor, Don LeBel; Typesetting, Richard Ryce; Reprographics, Mike Cronin, Jeff Jeffries, George Masing, John Saxton; Photography, Dave Gossett.



RITA COSIO

... On the mend

## Smile Flashes 'Thanks' From Rita Cosio

Teledyne Ryan Aeronautical Office Services analyst Rita Cosio is recovering at the Paradise Hills Convalescent Center this month from injuries she suffered May 5 when struck by a pickup truck.

She has undergone surgery for a broken shoulder and pelvis and does not expect to return to work until late this year.

"Rita-Gram" advisories posted on bulletin boards have kept co-workers updated on the 17-year TRA employee's condition on an interim basis. And stimulated a flood of cards, letters and flowers.

"The company is my second family," declared Rita in early June as she raised her bed into a sitting position. "There is no way for me to adequately express my feelings of gratitude for the concerns I've received. But it has brought me great happiness at a time when I really needed it!"

Rita and a relative were in a crosswalk near Sweetwater High School when struck. Both suffered major injuries. Her cousin has since been released from the hospital on crutches.

"My recuperation includes a lengthy physical therapy period. Doctors haven't said when I will be fully recovered, but hopes are that I'll be able to enjoy Thanksgiving Day at home!"

## U.S. Savings Bonds Program Told

The month of July has been designated for a Teledyne Ryan Aeronautical U.S. Savings Bonds drive aimed at recruiting new payroll deduction subscribers and promoting increased participation by employees already engaged in a payroll deduction plan.

TRA President Hudson B. Drake, this year's San Diego County U.S. Savings Bonds Chairman, said the campaign is keyed to a mid-year assessment by TRA employees of their personal savings activities.

"There simply is no more stable savings program available offering guaranteed return on your investments equal to U.S. Savings Bonds," he pointed out. "The ease by which bonds subscriptions can be purchased through payroll deductions makes it truly a 'Great American Investment,'" Drake noted.

The national U.S. Savings Bonds drive is being presented this year under the theme of "The Great



TRA PRESIDENT Hudson B. Drake, San Diego County's U.S. Savings Bonds Chairman, announced this month that a TRA drive is to be held during the month of July.

American Investment." Drake kicked off the San Diego County campaign in late March at a luncheon rally attended by area business, civic and industry leaders.

TRA Human Resources Director Bob Gresham said payroll deduction forms for U.S. Savings Bonds are to be enclosed with employee pay checks distributed in July.

### MY OPINION—WHAT'S YOURS?

## Some Things That Need Saying

An embittered caller, perhaps out of frustration, wants to know what can be done by this publication to help combat restroom vandalism and graffiti "artwork."

He says he's sick and tired of witnessing wanton destruction and malicious defacement. The company does its best to provide clean restrooms and proper maintenance, and he does his best to keep it that way.

Another employee brings up the subject of beer cans and liquor bottles in external parking areas. "You should see the area on a Monday morning. It looks like a public demonstration was held there the night before!"

Still another observation comes our way regarding the patio area and adjacent walkways.

"I was really impressed during our Open House on April 25. Those areas open to the employees and their families were spic and span. It made me really feel proud to work here!"

"A month later, cigarette butts clutter our sidewalks and entrances to buildings, despite the fact that receptacles have been placed outside entrances.

"What's the matter with people?" he asked.

Try as I do in search for answers to these and other questions, I've never been able to figure people out, what makes them tick and why these abnormalities exist.

Of this, I'm certain . . . It takes only a tiny minority of thoughtless, uncaring individuals to spoil life for everyone else. There is little doubt that few in our work force purposely litter the patio area and adjoining walkways. Most are hardworking, intelligent men and women engaged in trying to make a living.

They're thinking adults who, unlike the minority of our graffiti artists or restroom vandals, agree that a clean work environment enhances productivity.

Quite frankly, I don't know what a publication such as this can do to promote cleanliness in the work environment. I'm certain that most of our employees are respectable adults who care about the condition of our plant facilities. There may be some suggestions to share on this subject.

Anyway, you've read my opinion . . . What's yours?

JACK G. BROWARD

## Business Graduates Sought

The newly formed San Diego State University Business Alumni Association (BAA) is looking for graduates of SDSU's College of Business Administration.

The college is now the fourth largest undergraduate business school in the United States.

The BAA is looking to improve

and strengthen the college and its faculty, increase business community contacts, and provide a professional association.

College of Business Administration graduates are asked to establish contact with the External Affairs Office, SDSU, San Diego, CA 92182.

## It's In The Mail!

May's edition of the ACHIEVER inaugurated in-home mail delivery service that relies on current, updated active employee addresses.

Employees are asked to advise Human Resources of address changes to ensure the monthly publication will be delivered.

# Parking Area Perils Told; Appeal Sounded

Teledyne Ryan Aeronautical employees were cautioned this month to double-check the security of their personal cars parked in spaces provided by the company outside Gates Two and Seven along North Harbor Drive.

The warning follows a series of reported incidents in which car thefts, vandalism and break-ins occurred during hours of midnight until dawn.

Security Administrator Leo Balsamo said security "networking" between TRA, PSA and Harbor Police in recent months is helping safeguard privately owned cars. But coming summer months and expected increases in pedestrian traffic through parking areas that flank Harbor Drive creates a new wave of potential threat.

"The best advice that can be offered to employees is, when possible, to carpool work transportation needs and park as near as possible to Gate Seven. He said that area is partially illuminated during darkness and helps deter criminal activity.

"Make sure your car doors are locked and keep valuables out of sight," he emphasized.

Balsamo noted that the company's security force is limited in its patrol capabilities of parking areas and that primary security is focused inside the fences that border nearly 45 acres of company-owned facilities.

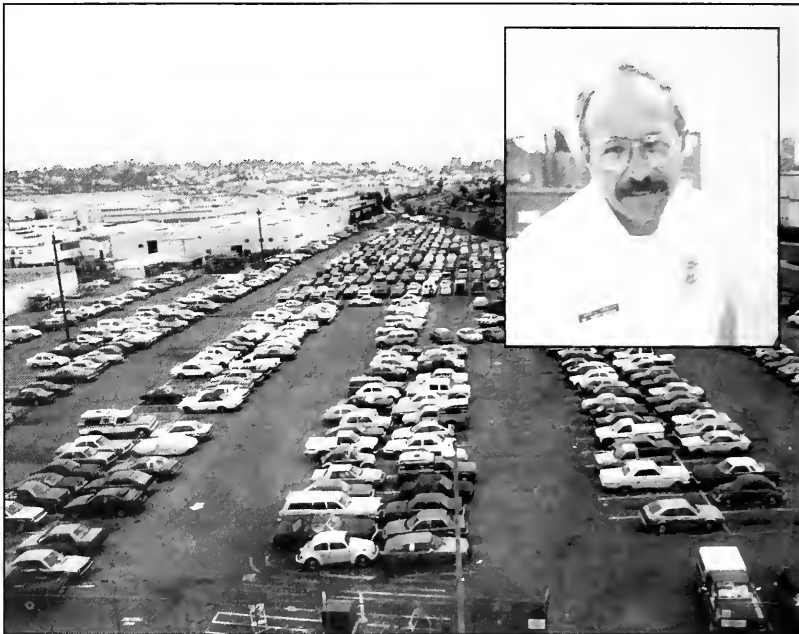
The midnight to 8:00 a.m. security staff of three personnel under supervision of Larry "Dutch" Lovejoy provides constant surveillance of the parking areas, however.

"One of the key things I impress on our security officers is developing a familiarity with the cars owned by our third shift employees, knowing where they usually are parked and detection of any major or abrupt changes in that pattern," Lovejoy said this month.

It is that familiarity which he credits for the arrest of two men by San Diego police in April following the break-in of a van owned by one third shift employee.

"I heard a strange sound coming from the area east of Gate Two, investigated it and flushed the men out of bushes where they were hiding. We called the Harbor Police who responded within three minutes and they, in turn, called San Diego police for the arrest."

Balsamo told of a car theft ring



SECURITY Supervisor Lovejoy (inset) issued appeal for those using TRA external parking areas.

which operated along North Harbor Drive last year and reports of stolen cars from TRA parking areas. He said that the midnight to 8:00 a.m. security staff maintains a continuous patrol through the parking areas currently.

Still, there are reports of vandalism and break-ins that continue, despite the surveillance that is provided.

He said that the TRA, PSA and Harbor Police "network" system

includes notification of all three parties when individuals not appearing to be TRA employees are sighted in the parking areas. PSA security operates a surveillance video system throughout the nighttime hours that includes partial coverage of the west parking area.

This coverage plus illumination from Gate Seven and adjacent buildings is credited for a low rate of reported thefts and vandalism in that area, it was pointed out.

"If it's possible to drive older, less expensive cars to work, do so," cautioned Balsamo. If car thefts occur, generally it will be the new cars that are stolen. Vans are also the object of growing numbers of car thieves, he said.

More important than all else, Balsamo cautioned that third shift employees park in areas which include some illumination. The Gate Seven area, is the safest area in which to park.

## Smoke-free Life-styles Their Goal

For a dozen Teledyne Ryan Aeronautical employees enrolled this month in an "In Control" smoke-cessation program that covers eight sessions, there are these goals:

More spending money that otherwise went for smokes. Improved health. Fewer frustrations caused by the nicotine habit. Longer life and broader acceptance by those offended by smokers.

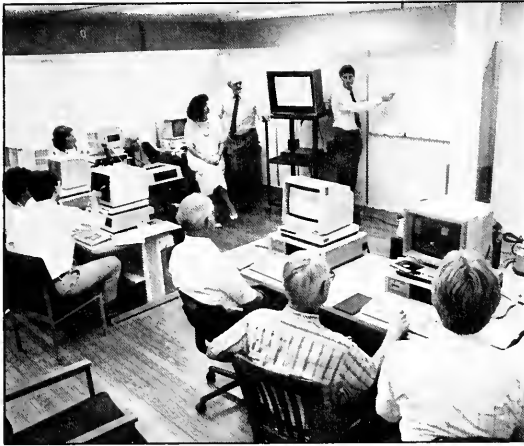
More important than all else: "A healthy self-esteem," according to Lou Ryan, president of the firm conducting for the fourth time at

TRA the program that guarantees after one year an average 73 percent success rate.

"For those who stick through the eight sessions, that rate goes up to 80 percent," Ryan noted as the first session began here June 9. Smokers respond to his courses because of a gradual process of positive values that they're able to experience and share with others, according to Ryan. One-half of the enrollment fee is paid by the company, which last month introduced a policy that banned smoking in the workplace.

"Smoking areas can be regulated. But policies, by themselves, can't eliminate the habit," said one of those enrolled. I needed help in overcoming the temptations to smoke. I hope this does the trick."

Notes Ryan, whose company operates in 14 states. "Chemical addiction is only a small part of what we're helping overcome. The psychological attraction that smoking holds is the real enemy. The core of our program is helping teach people how to empower themselves to carry out decisions they make in their lives."



**MICROCOMPUTER CLASSES** are under way at TRA offering broad range of training at no cost to employees.

## New Microcomputer Training Program Launched

Nearly 200 Teledyne Ryan Aeronautical employees are enrolled at no cost starting this month in one of the company's most comprehensive microcomputer training programs conducted in-house in recent years.

Covering five areas of training,

the program is part of a microcomputer development effort begun 18 months ago under the management of Lew Smith.

He said that the company's acquisition of microcomputer systems and companion training programs have expanded by an estimated

100 percent the overall capabilities involving microcomputer use as a management tool in TRA's business operations.

"We're hopeful of continued expansion in equipment as well as employees trained to use the microcomputers," Lew com-

mented, noting that "we're headed for a period when we'll be 'smart terminals' for the main frame," explaining that end users will be equipped to understand, evaluate and manage massive quantities of information.

He said that the amount of computerized information currently being provided company managers is double that of two or three years ago. And that projected growth of double the current capability is expected over a two to three year period that lies ahead.

Key to that advance is the acquisition of microcomputer equipment, compatible with business operation needs. And, as a companion to that advance, the training of qualified operators.

Response to notices offering free training distributed May 15 has been "very impressive," according to Lew. The training is being conducted in-house on the employee's time, including one-hour daily classes and eight hours on Saturday.

Included in the courses are: Introduction to PCs/Introduction to DOS; Introduction to LOTUS; Advanced LOTUS; Paradox Database; Advanced Paradox Database; and Microsoft Word Processing.

Including himself as one of the instructors, Lew said the training staff comprises Jon Gjerset, Kathleen Hull, Willa Fabian and Virginia Lodge.

The training program continues through September under the coordination of Nicki DeNecochea. Class schedules and additional information may be obtained by calling Nicki at Ext. 4373.



*"For sure, there's something for everybody offered by Employee Recreation Services and our Company Store this month, and much more on the way . . ."*

*Tina Curtiss*

**TRA Employee Services**

Along with Weight Watchers at Work that kicked off June 1 as a 12-week program is a series of special events upcoming. On the subject of keeping fit, you should check out our inventory of Bronson vitamins that are available at dramatically reduced prices!

Speaking of prices and discounts leads directly to redeemable coupons that offer discounted admission prices to all of Southern California's major theme parks and San Diego-area theaters.

Sea World's giant, newly opened Shamu stadium is packing them in along with other special attractions for the summer season. Stop by the Store to browse!

We now have Firebee T-shirts at \$9.00, porcelain coffee cups with TRA logo at \$3.00, newly received black Apache jackets for \$40.00 and Apache caps for \$3.00. Plus much, much more.

Remember those photos of our Apache, Firebee aerial targets, the aerial view of our plant with San Diego in the background? Our Open House sale indicated your interest

in having these souvenirs. We're now offering a set of four 8x10-inch photos for \$5.00. Makes a great combination for your den or office as well as a gift item for someone retiring or leaving the company.

Put these dates on your calendar: "50s-60s Bay Party" at Bonita Cove on Saturday, August 1; Company picnic at San Dieguito County Park on Saturday, August 22.

More on wearing apparel: Children's Apache T-shirts are now \$5.00 and light blue adult T-shirts are \$7.00.

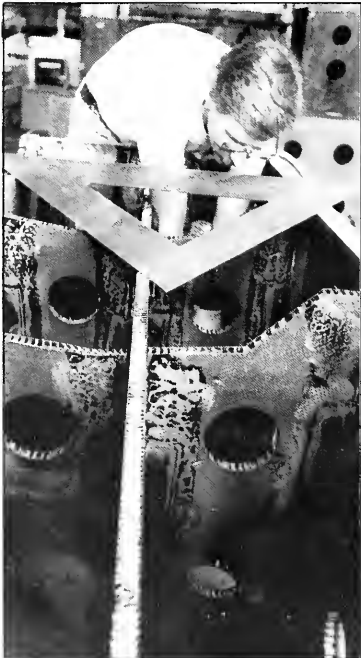
Under discounts can now be listed Carl Davis Dance Instructions. TRA group discounts have been extended for an 8-week course (one night weekly). Ballroom, jitterbug, swing, disco, waltz. Information on this can be obtained by calling 581-1511.

One more time . . .

**NEW STORE HOURS** announced last month are: Monday and Friday, 11:30-noon and 4:00-4:30; Wednesday, 11:30-noon and 3:45-4:30; Tuesday and Thursday, 7:30-8:00 and 11:30-noon.



**TOOLMAKING** skills, such as those displayed in department's own machine shop (above) include the latest application of advanced technology. A honeycomb, high-temperature graphite structure (below) will be used during the layup and curing of a tooling article.



*In a format of steady, advancing gains over the past four years, Teledyne Ryan Aeronautal has been transitioning its aviation-aerospace personality. Key to its projected range of new capabilities is the company's tooling operations. It's one that those like Rudy Cribb maintains is helping . . .*

**T**o the untrained eye, Building 131's 45,000 square feet of work space appears like a jumbled mass of metal, plastic and plaster, forms, an incoherent array of differing shapes, sizes and illogical parts resembling a giant jigsaw puzzle.

To Rudy Cribb, a 34-year veteran in fields of tooling with some of America's most prominent aerospace suppliers, it's a sight he's longed to see as he helps guide Teledyne Ryan Aeronautal into the decade of the 1990s.

"My opinion? We're nudging our way into the ranks of America's top, full-service tooling operations. My belief is that we're already one of the best company's on the west coast.

Best of all, according to Rudy, the company's capabilities in this area of manufacturing requirements, are growing, is technology as well as equipment. Key to his resource is a work force of more than 100 skilled craftsmen.

Someone casually compared the precisioned skills of a tool and die maker to those of a watchmaker. Jokes Rudy, "We teach watchmakers the art!" He qualified this by pointing to precision standards one-eighths the thickness of a human strand of hair with which his tool and die makers work.

It is a precision-oriented team whose specialties range across a spectrum of nearly a dozen areas. As important to customers is the capability of TRA, when required, to incorporate the skills and talents of outside tool and design engineers possessing capabilities equal to those of his full-time team.

For the uninitiated, there is this explanation, offered as a primer in better understanding the functions of tooling in companies like TRA.

Tools, dies, jigs and fixtures are to the manufacturing process what forms are to dressmaking. First comes engineering designs which are "flattened out" by loftsmen. Toolmakers create articles which are then used in plastic, metal or other materials for fabrication of structures or articles in the assembly process.

If all this sounds complicated, understand that five years of apprenticeship is invested by a journeyman tool and die maker before certification.

Even then, the skill upgrading continues. "It's a source to me that keeps my interests alive," comments Rudy, referring to technology



## 'Tool-Up Fol

advances in his fields of expertise which make it one of a dynamic personality.

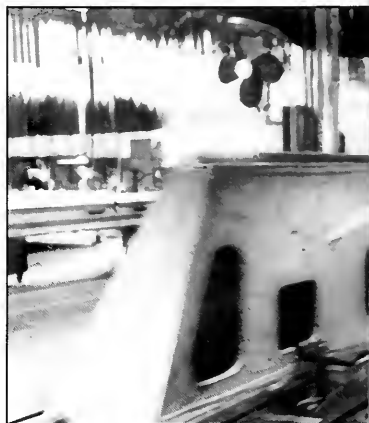
There also is a "family" association between those engaged in the toolmaking processes, a balanced resource to which each element in the overall effort makes steady contributions. Lofting engineers and welders share interests in common with plaster molders and foundrymen—all are united by precision crafting skills of distinction.

One of industry's problems—one which has elevated TRA's presence—is the halt by many major manufacturing companies about 15 years ago in conducting accredited training programs for apprentices. TRA has surmounted this problem, basically through its optimum company size. All skilled employees interface and coordinate work, a process that helps transfer knowledge.

In larger companies, this system of knowledge transfer is impractical.

Bob Clark, program manager for Tooling Contracts, shares Rudy's enthusiasm for the future that TRA faces in its tooling operations.

He ticks his way through a half-dozen names of customers and those he expects to have under contract as part of a near-term and long-range







## The Future'

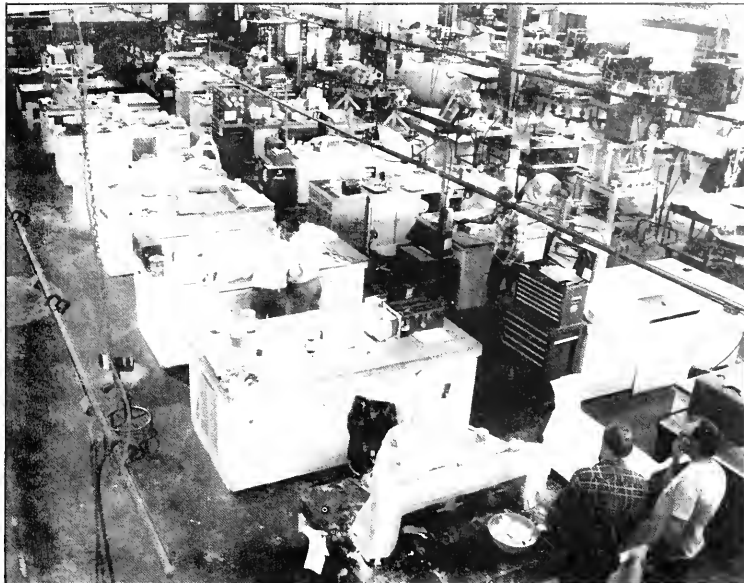
program. The F/A-18 program stands high on his list along with Northrop's Advanced Systems Division and there are research and development tooling operations in work for Boeing. An association between TRA and the V-22 Osprey is expected as this production program nears its scheduled start in early or mid-1988.

"There are multi-millions of dollars in tooling work which we're pursuing. It's a fast-paced environment today, one that's growing more intense. In military as well as commercial manufacturing, we're positioning ourselves as team members with a substantial number of prime suppliers."

Significantly, TRA's "track record" in performance, according to Clark, is one of distinction. "We're schedule and cost-keeping oriented," he explains. He said the company has dedicated itself to securing new business requirements to replace those now in work as they mature.

It is a part of a five-year plan in which overall manufacturing operations are including equipment upgrades and manufacturing enhancements that modernize and focus on new levels of cost-efficiency.

"It is my belief that TRA is positioned more



effectively now that at any time in our recent history for acquiring and responding to new business in fields of tooling operations," comments Senior Vice President, Operations Bill Cassidy.

By personal involvement and executive management experience, Cassidy understands with exceptional sensitivity, the critical role that tooling must fill in America's aerospace manufacturing operations.

"There is great confidence at this time within our company that we can compete favorably with all others in responding to these tooling needs. Experience supports this feeling. Potential customers can assess our resources and match their requirements against the record we've created.

"At the bottom line, I have to believe that our tooling capabilities represent a catalyst in our future. As we move toward the close of this decade and into the next, as part of the company's overall transition, my belief is that tooling will be a key element in our future."

**TOOL DESIGNERS** (top center) create full-size work drawings of lines and contours of part to be fabricated. Metal, plaster and plastic articles take form in Tooling's 45,000 square-foot facility (above). Machinist inspects milling of tool (bottom center). Welding operations include state-of-the-art systems by certified welders. A plastic mold is fabricated (below) to be used in manufacturing of component.



## Co-workers, United Way Rally to His Aid



**KERSSENS COUPLE embrace as Apache assembler John Kerssens, a member of the 'Top Gun' team, recovers from life-threatening illness. Co-workers on Apache team and United Way came to their aid, an act now considered 'a miracle.'**

A Teledyne Ryan Aeronautical "Top Gun" donor last year to the United Way/CHAD campaign was on the receiving end of aid this month that John Kerssens thought he'd never need.

"Things like this always seem to happen to the other guy, never yourself," remarked the 31-year-old Apache assembler in words that came painfully slow.

The Canadian-born man is one of 38 members of an Apache final assembly team that pledged one percent or more of their wages to the 1987 fund-raiser. They helped trigger a company record in donations that totaled \$230,000.

"It's not easy for me to discuss my personal affairs this way. But I want others to understand what my wife and I have experienced. And how, sometimes, the help of others is all that can be counted on," John related in a pattern of speech that was blurred with impairment.

Seated beside him in her wheel-

chair was his wife Sharon, a paraplegic victim of an auto accident three years ago. Together, they've experienced a series of shattering blows in their family life since 1984.

First was the auto accident in August of that year in which Sharon suffered paralyzing injuries to her spine. She still undergoes corrective surgery but will never walk again.

The latest began in early May with John's illness, first diagnosed as flu and later as viral encephalitis, an inflammation of the brain.

Doctors say that John may be able to return to work late this month. Between the start of his illness and his full recovery, however, has been an ordeal of brutal emotional, physical and financial complications.

"I learned about John's dilemma several days after his illness began," recalled Rick Dilella, one of two Apache supervisors to whom John reports. "He's about

the best employee we could have. I remembered how our team responded last year to the United Way/CHAD campaign and decided to ask for help."

The immediate problem during that first week of May, according to Sharon, was her need for assistance for the limited mobility her wheelchair provides. With John on the critical list in the hospital, no money and no way to meet immediate needs for rent payment and other necessities, "I was at my wit's end. My gravest concerns were for John's recovery, of course. Beyond that, however, I felt that only a miracle could save us."

The "miracle" began with a phone call and subsequent personal visits to the Kerssens' modest apartment in Pt. Loma by Jerry Butkiewicz. He was Rick Dilella's point of contact at the United Way where Jerry serves as AFL-CIO labor liaison representative.

Through special arrangements, the United Way provided rent money and emergency financial aid. Jerry even assisted with grocery shopping for Sharon, something he's continued to do since the Kerssens' problem came to his attention.

In-home assistance six days weekly is now provided, a Red Cross technician calls weekly to draw blood samples from John. Transportation to and from doctor visits is also supplied through United Way/CHAD agencies.

"That's our charter, helping others through the combination of more than 90 agencies under the United Way/CHAD umbrella," Butkiewicz explained. "I like to think that the help we're providing John and Sharon Kerssens is viewed as a personal interest.

"In truth, nearly all of our assistance generally responds to individual problems of those throughout San Diego County.

"I'm glad we were called upon," Jerry stated.

Even as Butkiewicz moved into action, another of John's supervisors, Dino Belgotti, sparked a collection from co-workers in the Apache final assembly team. "It was a Saturday, with most of our regular employees enjoying the weekend. But we still raised \$333!" Dino recalls.

He praised Kerssens as "one of my best people and a great in-



**TRA's 'Top Gun' Team**

dividual. He's well liked and a valuable member of our team."

The collection was delivered to Sharon in an envelope with a "Get Well" greeting message. The card had been signed by scores of John's friends.

"It was part of the miracle I'd been praying for," Sharon noted. "The money carried me through that immediate period of desperation."

The Houston, Tex. native and once owner of a print shop there before coming to San Diego with her husband, Sharon told of John's fierce pride in his TRA association. Assigned to the USS Constellation based in San Diego, he'd been attracted to the company and talked of wanting to someday land a job with it, she related.

"I left the Navy, went to Houston, working there for several years. Sharon and I were married there. But I still wanted to go to work in San Diego, preferably with this company," explained John.

His subsequent employment and assignment to the Apache assembly line was "a dream come true!"

The Kerssens were in the Open House audiences April 25, helping celebrate the company's 65th anniversary year. It was on the day following that John's first symptoms of illness began. And the ordeal that only a "miracle" could help resolve.

By mid-June, John and Sharon Kerssens agreed that just such a miracle had come.



# 'Speak Up!'

## Graffiti, Vandalism Complaints Sounded

The physical appearance of the company was the source during April's Open House of widespread compliments. Now, complaints are mounting over patio and parking area litter, and restroom graffiti and vandalism. What's the solution to this problem?



**MIKE RIVERA, Metalworking Shop**—*"We talk about this a lot here in our own group. It makes you wonder what causes people to act this way. It's a puzzling problem with no simple solution. Maybe we're too lenient in our policies. Sorry, I don't have the answer."*

**KAY BROCK, Employee Benefits**—*"It's a tough problem and one that's certainly not new. Maybe a motivational program is in order, one that creates attention and uses fliers and posters to attract attention. It seems to work in city anti-litter efforts. Maybe it'd work here as well."*



**WAYNE SPINA, Plant Services**—*"What hurts is knowing that repairs of vandalized facilities, painting out graffiti and other requirements like that come from overhead budgets. The more we have to spend in this area, the less we have to operate on. It's something in which everyone at TRA has a vested interest."*



**BONNIE AKEY, Purchasing**—*"Unfortunately, there seems to always be an element within any group of people that is bent on destruction, abuse or desecration in one of many forms. I don't see any solutions to the problem other than creating awareness with the hope that this will bring peer pressure to bear on violators."*

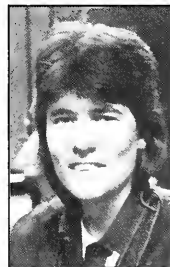


**ED NICHOLS, Apache Final Assembly**—*"It's shameful that some adult professionals use bathroom walls to express their frustrations and others are so careless about littering. The litter problem is improving in our area since the new smoking policy went into effect. My feeling is that the best solution lies in enforcement of company policies."*

**VIDA VAHDAT, Industrial Engineering**—*"It may help the litter problem if more trash cans were available. Maybe our supervisors could get more actively involved in a clean-up campaign effort. What we're experiencing is a stupid act on the part of those who have no consideration for others."*



**NICK VIGIL, Engineering Support**—*"The graffiti and vandalism of restrooms reflects the mentality of those who have no self-pride or interest in others. Probably they violate their homes just as they do the workplace. The only solution is catching the culprits. We just have to more vigilant and report violators, I think."*



**CHARLENE WALKER, Maintenance**—*"The problem perhaps is one of low self-esteem by the violators. Maybe drugs and alcoholism figure into it, too. Whatever the root cause, we all share in the penalties these thoughtless acts impose. I've been here for only six months, but we sure hear a lot about this subject."*

### New Slate at Helm

TRMA is in the hands of a new slate of officers this month following a scheduled general membership dinner meeting June 18 at the Hyatt Islandia Hotel that included presentation of the third annual TRA Manager of the Year Award.

National NMA Director Lyle Hansen officiated in ceremonies that included oaths of office for TRMA's new slate.

Also scheduled was a "roast" of outgoing TRMA President Larry Montali.

Installed as President was Dave Haltermann, Terri Tebbets as Vice President; Sheila Nicholson, Secretary; Carl Cobb III, as Treasurer; and Ethel Maricle, Financial Secretary.

New Board members and their assignments included Dennis Bolger, Programs; John Romero, Special Events; Nicki DeNecochea, Professional Development; John McKechnie, American Enterprise; Jean Cady, Publicity; Ann Kolva, Awards; and Jim Pisciotto, Membership.



**GUEST SPEAKER Pat Coulter joined Mrs. Montali, Larry, Marion and Ed Sly (from left to right) during reception last month at U.S. Grant Hotel for joint TRMA/TREMA dinner meeting.**

### Joint Meeting Draws Raves

A shared evening of jointly sponsored interest between TRA and TRE Management Association chapters produced an audience of more than 200 at the U.S. Grant Hotel May 21.

The annual joint meeting offered as guest speaker, Rockwell International's Pat Coulter, director of Communications.

Using the "Art of Diplomatic Communications" as his topic, the career public relations executive guided his audience interests

through a humorous and wide-ranging program of case study references and situations in which "diplomatic" communications techniques were applied.

Spotlight speaker Nicole Reynolds, speaking on "Women: Self-Protection" offered the audience demonstrations of self-protective measures, and general guidance on how women can achieve self-confidence against threats.

A painting by TRA artist Gary Rennisson of 50-year TRA employee Ed Sly was presented to Ed as a highlight of the evening's program. Accompanying him to the podium to accept the painting that included reproductions of many projects to which Ed has been assigned, was Marion Sly, Ed's wife.

### NMA Updates

National Management Association membership now stands at about 73,700, an increase of 1,100 since March 1, 1987, reflecting the creation of five new chapters. Five more are scheduled for incorporation, and an existing seven chapters have formed steering committees to broaden that number.

MANAGE magazine has netted \$17670 on non-dues income in the period March 1-May 15 this year.

The promotional audio-visual "This is NMA" presentation has been updated, providing background information on the organization, the chapter concept and coverage of the resources and benefits that membership provides. It is available in 35mm film and video formats for chapter and council use.

### My Year in Review

By LARRY MONTALI  
President, TRMA

Assuming responsibilities last year, I included the announced intention of organizing our resources and delegating responsibilities in a manner that would, within a year's time, produce personal and professional rewards for all individuals involved in our group.

It is now time to assess the results.

Our membership roster is slowly growing and I see great prospects for a large increase in the coming months. I attribute this to the high quality and variety of our professional and spotlight speakers as well as the meeting locations and superb programs. Truly, there has been something for everyone!

Participation in professional development programs also registers continuing gains.

We've inaugurated an Adopt-A-School program under our American Enterprise Committee. We've introduced and maintained a continuing Junior Achievement program. And we're continuing to explore the creation of a TRMA Toastmasters Club.

A TRMA-sponsored course of Interpersonal Relationships for first-line supervisors was concluded last month after six sessions, thanks to Bill Evans.

A noontime program series of executive briefings was also introduced to help update TRA employees, as well as TRMA

members, on the status of the company's operations.

In the past year, we have exposed many members to increasing magnitudes of responsibility and have also provided opportunities to participate more fully in our operations. This exposure has helped develop leadership skills and management capabilities. I believe that this, in the bottom line, is our chapter's primary responsibility to the membership as a professional organization.

Our dialogue with TRA management is continuing and productive. The company's executive management support has never been stronger. This responds, I believe, to the qualities we have displayed in promoting education, training and management ideals.

Those serving as my officers and directors over the past year have contributed magnificently to our chapter's growth and to its continued advancement. Their time, devotion to their assigned responsibilities and initiatives are sources of deep, personal gratitude.

No one holding this office has ever completed his term without feeling rewarded for the effort, richer for the knowledge and friendships or wiser for the experience.

I am no exception. And I thank you for this.

*The SOURCE* is produced monthly by the Teledyne Ryan Aeronautical Management Association to inform, educate and promote the principles and ideals of successful management within its membership. Queries, contributions and news items are welcomed and should be addressed to the SOURCE Editor.

\*\*\*\*\*

LARRY MONTALI  
TRMA President

DON LE BEL  
Director, Publicity/Awards

KEN CARSON  
Company Advisor

JACK BROWARD  
Editor

RICHARD RYCE  
Typesetting

DESIGN & PRODUCTION  
Art Services

PRESSWORK  
Reprographics

# Mario Sprinkles Stardust Into Lives Of Others

This is a modest success story, one that's still developing. Already though, it's producing a shower of stars.

It evolves around 27-year-old Mario Alconcel, a man with a penchant for show business. At the moment and for four years past, Mario pursues a full-time career at Teledyne Ryan Aeronautical as an inspector in the Apache paint shop.

It's a job he excels in. Carl Wilson, his supervisor, calls Mario a "crackerjack employee. He knows his job inside and out."

That's pretty much the way Mario planned his life, though. Since graduating from Southwest High, he's worked as a chemical miller for another company. And applied himself here to a career in manufacturing and fabrication.

There's another side of life in Mario's world, though. It involves helping others find happiness they never knew existed. If only for the few moments of exhilaration.

Mario uses stardust. That's right,

plain old hamburger and hocus. Ingredients nearly everyone possesses instinctively, reasons Mario.

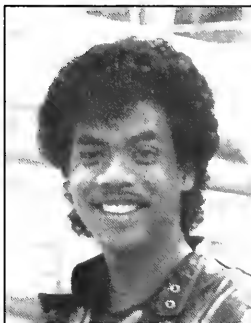
Founder-producer-director of Star Makers Unlimited, a company name "dreamed-up" three years ago, Mario started compiling hit background music on tape, an inventory that now includes more than 900 tunes. They span a period of 45 and more years of big band stuff, country western, jazz, ballads and folk hits.

He estimates the value of his music library plus sound equipment at \$7,000.

So, how does Mario parlay stardust and taped music into stardom?

It's what's been attracting growing audiences to find out since 1984 to locations like Carlos Murphy's at La Jolla, the Salmon House, the Celebrity Room and other popular area night spots and supper clubs.

"We open our show with live vocals by myself and my two partners. After the warm-up, we invite



**MARIO ALCONCEL**  
... a "Star Maker"

audience participation. It's amazing how many people have always wanted to perform before a live audience but never got the chance! "Some of them are pretty good, too. They have the stuff to become stars but are distracted by other careers, I guess," remarks

Mario, a broad smile creasing his dark features.

All it really takes is a little encouragement, a basic amount of self-confidence and zap, there you are in the spotlight, singing your heart out, according to the self-styled showman.

So successful has Star Makers Unlimited been since its introduction that Mario is now forming a second group under that name to play areas of the county while his group fills upcoming dates.

"Up front, we eliminated vulgarities. We stick to wholesome entertainment where people can fully relax and have a good time. Our whole thing is to eliminate stress and help audience enjoy themselves," Mario explains.

Oh yes, there is a source of compelling appeal to Mario's avocation. Like \$250 per night for each gig.

As might be said in the trade-language of show business, "that's bread, man. No, mere stardust."

## NMA Code Of Ethics

- I will recognize that all individuals inherently desire to practice their occupations to the best of their ability. I will assume that all individuals want to do their best.
- I will maintain a broad and balanced outlook and will recognize value in the ideas and opinions of others.
- I will be guided in all my activities by truth, accuracy, fair dealing and good taste.
- I will keep informed on the latest techniques, equipment and processes. I will recommend or initiate methods to increase productivity and efficiency.
- I will support efforts to strengthen the management profession through training and education.
- I will help my associates reach personal and professional fulfillment.
- I will earn and carefully guard my reputation for good moral character and good citizenship.
- I will promote the principles of our American Enterprise System to others, by highlighting its accomplishments and displaying confidence in its future.
- I will recognize that leadership is a call to service.

## Minutes of Our Meetings

Submitted by  
**SHEILA ISAACS**  
TRMA Financial Secretary

TRMA convened its scheduled Board Meeting Thursday, June 11, 1987 in the Operations Conference Room at 4:45 p.m. The meeting was attended by outgoing 1986-1987 Board members as well as those newly elected to 1987-1988 terms of office.

Installation of officers and board members is scheduled June 18 at the Hyatt Islandia with the presentation of the Manager of the Year award at this meeting.

Larry Montali expressed his thanks to the outgoing board members, and welcomed the new members of the board. He stressed the importance of setting goals, establishing committees and involvement of TRMA membership.

The yearly calendar of events is being organized with Special Events and Programs in work.

A new NMA membership development program—"ProAction '87"—was launched in March. TRMA's commitment is to increase membership by 15 percent by September 15, 1987. Current membership is 350. The Membership Director is searching for Booster

support to help meet this goal. Efforts are being made to align membership closer to their respective boosters plantwide.

Vice President Dave Haltermann is Committee Chairperson to head up registration for the NMA National Conference to be held in San Diego at the Town & Country Hotel October 17-21. Dave needs 21 volunteers to serve on his committee.

Copies of By-laws review have been distributed to the membership for a June 25 vote.

An NMA chapter workshop is scheduled June 24 at Convair's Missile Park. TRMA will send 11 representatives with Bob Gresham serving as workshop facilitator.

TRMA-TRA are jointly sponsoring a Lifestyle Management program in mid-July, covering "This is Your Life," "This is Your Money," "This is Your Health" and "This is Your Retirement."

Monthly group photos of new TRMA members are planned for publication in TRMA's SOURCE. The meeting was adjourned at 6:35 p.m.

## About Our People



**THIRTY-YEAR anniversary of Roy Arakawa (left) was observed early this month during ceremony in which award was presented by TRA Vice President, Engineering Gene Dotson. Roy was guest of honor at a special luncheon.**



**RON  
DUKE**

**TRA Safety Administrator**

I've seen a lot of employees moving around here who couldn't see where they were going. They weren't blind. They weren't walking in the dark and they hadn't had anything to drink.

No, they were people who let the load they were moving block their view.

An armful of cartons or other stuff makes a poor windshield. But you've seen people who would load themselves up with stuff that blocked their view ahead. I guess they take a look ahead and size up where they're going before they pile the stuff in front, and then navigate from memory.

Trouble with that kind of thinking is that even if they did take a careful look before, something can get in the way between the time they look and the time they move. A truck or a skid might get shoved in their path. Someone could walk in front of them.

Of course, some people get their look ahead blocked by other things than loads. They get absent-minded. They think about last night's bowling or Saturday's date or the kid's sickness. Or they get mad at somebody, and go walking through the shop in a fuming rage, not knowing where they're going.

So a load on your mind can be as bad as a load in your arms if it keeps you from being alert.

Don't try to fly this shop blind. Keep your loads within reason and your mind on the job.

## Sue Agin Wins TWIN Award

A distinguished professional career spanning 36 years with Teledyne Ryan Aeronautical by contract specialist Sue L. Agin produced countywide recognition this month by a nationwide YWCA program.

The Tributes to Women and Industry award was presented to Sue and 97 other area professional women for their "contributions to industry in management, executive and professional roles."

An audience of more than 500 assembled at the Sheraton Harbor Island Hotel East Friday, June 6 for the eighth annual awards program.

Assigned to Contracts Administration since 1960, Sue estimates that she has processed and



**SUE L. AGIN  
... wins TWIN award**

helped administer hundreds of millions of dollars in contracts over the last 27 years.

## MOVING UP!

**TERRIE HIPPENSTIEL** ..... Tech Illustrator Senior  
**J. D. LONG** ..... Project Coordinator  
**G. A. PAVLICK** ..... Industrial Engineering Supervisor  
**WAYNE SPINA** ..... Plant Services Administrator

The **ACHIEVER** is proud to present the names of those at Teledyne Ryan Aeronautical whose promotions are announced for the month of June 1987. *Congratulations!*

## Service Anniversaries

**30 YEARS**  
**D. Buerger**  
**A. Whitehead**

**25 YEARS**  
**A. Chavez**  
**Vernon Yoshioka**

**20 YEARS**  
**Greg Cadice**  
**W. Collins**  
**G. Hoff**

**15 YEARS**  
**G. Gershoffer**

**10 YEARS**  
**J. Hawkins**

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